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THE INFLUENCE OF ORGANIZATIONAL CULTURE ON EMPLOYEE WORK OUTCOMES AND COMPANIES' PERFORMANCE WITHIN THE E-COMMERCE SECTOR

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A R T I C L E   I N F O

Abstract. *This study aims to determine the effect of organizational culture in Indonesian e-commerce companies on work results and employee performance. This study describes satisfaction at work, productivity at work, and quality of work because of organizational culture on profitability and growth, organizational innovation. Using a sample of 230 employees from two large Indonesian e-commerce companies, we focused on full-time employees who had at least one year of professional experience and participated in this study. The questionnaire instrument in this study used a Likert scale and the data were analysed by PLS-SEM using Smart-PLS 3.0. Several conclusions can be drawn from the results of this study: Organizational Culture positively affects Satisfaction at Work, Organizational Culture positively affects Productivity at Work, Organizational Culture positively affects Quality of Work, Satisfaction at Work is not positively affected Profitability and Growth, Productivity at Work is positively affected to Profitability and Growth of the company, and Quality of Work is positively affected to Organizational Innovation.*

Abstrak. Penelitian ini bertujuan untuk mengetahui pengaruh budaya organisasi pada perusahaan e-commerce Indonesia terhadap hasil kerja dan kinerja karyawan. Penelitian ini mendeskripsikan kepuasan dalam bekerja, produktivitas dalam bekerja, dan kualitas kerja karena budaya organisasi terhadap profitabilitas dan pertumbuhan, inovasi organisasi. Dengan menggunakan sampel 230 karyawan dari dua perusahaan e-commerce besar di Indonesia, kami fokus pada karyawan tetap yang memiliki pengalaman profesional minimal satu tahun dan berpartisipasi dalam penelitian ini. Instrumen kuesioner pada penelitian ini menggunakan skala likert dan data dianalisis dengan PLS-SEM menggunakan Smart-PLS 3.0. Dari hasil penelitian ini dapat diambil beberapa kesimpulan: Budaya Organisasi berpengaruh positif terhadap Kepuasan Kerja, Budaya Organisasi berpengaruh positif terhadap Produktivitas Kerja, Budaya Organisasi berpengaruh positif terhadap Kualitas Kerja, Kepuasan Kerja berpengaruh positif tidak terhadap Profitabilitas dan Pertumbuhan, Produktivitas Kerja berpengaruh positif terhadap Profitabilitas dan Pertumbuhan perusahaan, dan Kualitas Kerja berpengaruh positif terhadap Inovasi Organisasi.

INTRODUCTION

A major part of Indonesia's growing economic strength lies in the growth of e-commerce. For Indonesia, this industry can grow and is also one of the biggest challenges that must be faced. But the biggest challenge comes from the performance of its human resources. As we know in today's highly competitive business world, human resource management must be carried out very effectively, even to survive or be able to compete, many companies today direct their attention to the importance of managing human resources properly and correctly to produce organizational performance optimal. In this case, companies need to be more aware of the importance of implementing an organizational culture that is in accordance with their innovation strategy. Company leaders need to ensure that the culture in their organization can stimulate changes that can increase the company's competitiveness.

According to Rahayu (2018), the Indonesian E-commerce Association, also known as idEA, states that employee turnover in the e-commerce industry is very high. The average employee turnover rate in the e-commerce industry reaches 19.22% per year, while the corporate sector averages around 10% per year. This shows that if an e-commerce organization has 100 employees in a year, at least 19 employees will leave the organization in the same year. According to idea.or.id, human resources in the e-commerce industry are still very scarce, with many e-commerce companies such as Shopee, Tokopedia and Lazada competing for new employees every year. Many of these organizations offer their employees excellent salaries and various perks to retain them but have experienced very high turnover rates following a significant increase in the new workforce. High employee turnover increases staffing costs (Lucas, 2012). The impact of employee turnover can be financial in nature, including: 1) Training, recruitment, etc., and non-financial costs; etc. 2) Loss of motivation and deterioration of corporate image where this can affect company performance (Boushey & Glynn, 2012). If you can reduce employee turnover costs, you can improve your company's performance. It can also motivate employees and encourage innovation in the company (Lee, 2017). Companies seeking to reduce turnover can at least keep their workforce productive and their costs down to keep their business productive.

In today's competitive and technologically advanced world, it is important to keep costs as low as possible. One way to achieve this performance is to keep employees trained to be competent and competent in their duties. The cost of replacing the current employee is about half of the person's annual income. This figure does not include intellectual capital lost when employees leave. We know that replacing old employees with new ones takes time, money, and attention, including the potential for existing employees to lose loyal customers. As Dessler (2015) points out, people's success in improving performance is influenced by competence, motivation, and supporting institutions.

In the face of high employee turnover, many companies are starting to implement complex human resource management strategies. One of the main challenges in talent management that helps increase productivity is employee satisfaction. A high turnover rate can have a negative impact on the company, but happy employees show loyalty to the company. Employee productivity is not only an asset, but also a key to profitable growth. Workplace productivity is the driving force behind a company's financial success.

E-commerce companies need a strong organizational culture. Organizational culture is a system of shared meaning held by members that distinguishes one organization from another (Robbins, Judge, & Breward,

2020). Organizational culture also represents the same perception of organizational members and how employees perceive the characteristics of the organization. According to Schein (2017), there are three levels of organizational culture. Artifacts, held values, and underlying assumptions. Organizational culture can also be seen as an alignment of individual and organizational values, which has a significant impact on job satisfaction and performance. Learn how organizational culture is related to job satisfaction, work productivity, and job quality, which can lead to profitability and growth, as well as organizational innovation.

In addition, this study seeks to clarify whether job satisfaction, work productivity, and work quality are the result of organizational culture, and how these relationships can help improve organizational performance. And perhaps the results of this study can lead us to a better understanding of organizational culture by presenting an empirical analysis of organizational culture and performance. It shows a strong relationship between employee performance and achievement and two forms of performance: profitability and growth, and organizational innovation. Therefore, helping the company, HR department or stakeholders to assess the existing policies and organizational culture and consider the aspects that represent solutions for organizational change.

LITERATURE REVIEW

Organizational Culture

According to Lustig & Koester (2010), culture is a shared set of learned interpretations of beliefs, values, norms, and social practices that influence the behaviour of many people. The culture described by Robbins, Judge, & Breward (2020) suggest three things: First, culture is perception. It's not something you can physically touch or see, but employees feel it through their experiences in your organization. Second, culture is descriptive. It has to do with how members perceive and describe their culture. Third, culture is a general aspect. Individuals come from different backgrounds and work at different organizational levels, but they tend to use the same terms to describe corporate culture. The definition of culture according to Schein (2017) is the beliefs, values, and assumptions shared by a group that affect the interaction and environment of the group. Therefore, organizational culture refers to the system of shared meanings held by its members that distinguish one organization from another.

Hofstede, Hofstede, & Minkov (2010) define organizational culture as a set of shared values, beliefs, and norms that influence the way employees think, feel, and behave towards each other and towards people outside the organization. Thus, organizational culture is seen from the perspective of information systems. Then, Laudon & Laudon (2012) in their book entitled Management Information Systems, say that organizational culture is a powerful unifying force that restrains political conflict and promotes common understanding, agreement on procedures, and common practices. While Schein (2017) in his book entitled "Organizational Culture and Leadership" and his journal entitled "Coming to a New Awareness of Organizational Culture" defines organizational culture as a pattern of shared basic assumptions learned by a group when solving problems of external adaptation and internal integration. , which has worked well enough to be considered valid and, therefore, taught to new members as the correct way to perceive, think, and feel in relation to the problem.

From the definition of organizational culture above, there are two main things that can be used as a basis; the first are shared values, beliefs and important goals shared by most people in a group, which tend to shape group behaviour; Second, group behaviour norms, general or widespread ways of acting are found in a group and last a long time, because group members tend to teach it to new members.

Organizational Mission

The vision and mission of the organization is the reason or purpose of the establishment of the company today. Organizational vision and mission, which determine future goals (Kopaneva & Sias, 2015). In theory, the organization's vision and mission statements should serve as a motivational guide for employees to make decisions and act, and for organizational members to achieve common goals. Previous research has shown the importance and benefits of having a clear and attractive vision and mission for your organization and employees. According to Swales & Rogers (1995), a mission statement can be seen as a vehicle for an organization's ideology and culture. Organizational mission statements help employees develop an emotional attachment to the organization (Campbell & Yeung, 1991). This reduces employee turnover and increases productivity (Myers & Wooten, 2009).

Concern For Employees and Trust

Care and trust in employees can be considered as trust in the organization. This is a very important factor in encouraging cooperation within the organization which can then improve organizational performance (Lee et al., 2013). Organizational trust is also seen as a positive expectation that workers have based on organizational roles, experience, and interdependence which can then produce a diversity of worker behaviour (Shockley-Zalabak, 2014). According to Tsai (2011), trust and shared vision were found to indirectly influence innovation.

Organizational Learning

Organizational learning is the basis for gaining a more sustainable competitive advantage and is one of the important factors in improving organizational performance (Jiménez-Jiménez & Sanz-Valle, 2011). Schein (2017) argues that organizational culture is a pattern of basic assumptions developed by organizations in learning. Therefore, organizational culture can have an influence on the quality of organizational learning. Researchers on organizational learning have found that there is a close relationship between organizational culture and organizational learning. This can explain why a better organizational culture, can take the organization to a higher level or a process of wanting to learn. Organizational learning for each employee has a different level of learning even though they are under the same organization.

According to Senge (2006), employees will be active and eager to learn when there is a power called creative tension. This power is generated by a personal vision and a clear picture of today's reality and is essential for organizational learning. Workers can feel or understand the tension or gap through self-reflection and communication between their superiors or co-workers. In other words, workers can do a better job, if there is an organizational culture that is better implanted in the organization (Senge, 2006). In conclusion, organizational learning requires an organizational culture that supports and facilitates learning (Singh, 2011).

Employee Empowerment

Employee Empowerment is an approach consisting of actions taken by companies to share information and work knowledge to improve performance (Fernandez & Moldogaziev, 2013). Employee empowerment by organizations supports total quality management efforts by predicting quality problems in the workplace and trying to improve the way workers do their jobs. According to research by Sigler & Pearson (2000), organizational culture helps explain variations in employee performance and organizational commitment.

This is because workers have higher organizational performance and commitment when they feel that they work in a good and appropriate organizational culture. This shows that if an organization has a good culture, it can empower employees through management strategies that can help provide employees with the necessary tools and resources so that they are confident when making decisions at work when there is no supervisor. According to Hammer & Champy (2003), empowerment is a long-term resource-intensive strategy that involves a lot of time and financial investment from organizational leaders.

Core Values

Core values reflect the organizational culture in the company, and are behavioural norms used by employees when facing a problem in the company and how they behave in it. When workers understand the organization's core values, this can prevent possible internal conflicts in the future. Organizational culture provides beliefs that can guide employees in knowing what to do and what not to do, such as practices, values, and assumptions about work (Tsai, 2011).

An organization according to Tsai (2011), begins with its leadership, which then develops into a leadership style. Workers will be guided and led by these core values and when a strong unity of behaviour, values , and beliefs has been developed, a strong organizational culture will emerge as a result. The impact of this can be seen in the consistent behaviour of workers can reduce conflict and create a healthy and productive work environment in the organization. According to Tsai (2011), the core value in organizational culture is the social glue that holds the organization together. A strong organizational culture has core values and the same code of ethics for employees (Denison, Haaland & Goelzer, 2003). This can help them complete missions and their goals.

Satisfaction at Work

Satisfaction at work is becoming increasingly important in the workplace. Many organizations have found that the happier their employees are, the better their attitudes towards work. It increases employee motivation and affects performance. Job satisfaction is the attitude of people towards their work and various aspects of their work, the degree to which they like or dislike their work (Robbins, Judge, & Breward, 2020). Satisfaction at work is usually measured using different perspectives and factors that affect job satisfaction. For example, people may be satisfied with certain aspects of their job, neutral about some aspects, and dissatisfied with others. Job factors also differ in their importance, leading to different weighting for these factors when assessing overall job satisfaction. Robbins, Judge, & Breward (2020) suggests that the factors that can affect job satisfaction are colleagues and co-workers, treatment by supervisors and managers, work environment, and increased employee wages.

Satisfaction at work is discussed extensively in the professional literature. Much of this literature examines the relationship between job satisfaction and many personal and professional variables. Abu-Bader (2005)

classifies job satisfaction into four groups. The former refers to personal characteristics such as gender, age, education, and ethnicity. The second group deals with working conditions such as role conflict, number of clients, workload, and autonomy. The third group relates to job incentives such as promotion opportunities, higher salaries, or financial bonuses. The fourth group deals with interpersonal relationships at work, such as quality of care and collaboration with co-workers.

Productivity at Work

Productivity at work has many meanings and refers to several studies. Productivity is the ratio of the product to the total output provided to the total input, namely the output that can be produced by certain employees from various resources provided by the company. These resources can be understood as labour and capital (Dessler, 2015). Productivity is also defined as a measure of production efficiency (Yadav & Marwah, 2015).

Productivity is different from efficiency. Efficiency is the ratio of the time required to perform and complete a task to a specified standard time. Productivity is not just the amount of work, but the quality and quantity of work. There are many factors that can have a positive or negative impact on productivity. Some examples are capital investment in manufacturing sector (machinery, labour), capital investment in technology (buying new computer with faster processor), capital investment, employee training, Technological change, social work environment, etc. Again (Yadav & Marwah, 2015). Previous research has shown that increasing employee participation increases motivation, organizational connection, and productivity at work (Mathew, Ogbonna, & Harris, 2012).

Quality of Work

Quality at work has become an important factor for the company's survival in a highly competitive market (Topalović, 2015). The quality of work is the result of a company that implements a good organizational culture. Today's businesses are forced to function in a rapidly changing world and a variety of complex conditions, and survival in the surrounding competition requires the right people and the right people with the right skills and experience. Securing jobs is more important than ever.

The future of any successful and prosperous organization depends on qualified, knowledgeable, and experienced employees. Therefore, training is a fundamental and effective tool to achieve company goals. Training not only increases resources, but also provides opportunities to learn virtually and become more competent on the job, thereby increasing company productivity (Dessler, 2015). Quality of work is also part of work performance.

All organizations must have minimum standards for the quality of work performed by workers. It is inherent in organizational culture. Organizational culture is directly related to organizational effectiveness and performance (Lapiņa, Kairiša, Aramina, 2015). This means that the stronger the organizational culture, the more effective the organization and the higher the quality of the work produced. Total Quality Management is one way to integrate business processes to create products and services of the highest quality (Topalović, 2015). Providing quality products and services helps us achieve and maintain a competitive advantage. This is because a company's success depends on its ability to effectively implement a comprehensive quality system that maintains a high-quality product or service at a relatively minimal cost. Total Quality

Management is the solution for many successful companies to the rapid and profound changes in the business environment.

Profitability and Growth

Profitability and growth are part of financial performance. The term profitability is defined as the ability to generate additional profits over time (Patel, 2015). Profitability is perceived differently by different groups of people. Profit can be defined as the profit generated by the shareholders. More generally, profit can be defined as income received from investors. Profitability is the only real measure of the income invested in a company. It is based on the market share gained over a certain period. Therefore, profitability can be calculated using the revenue or profit margin used in the business to determine the percentage of revenue. These profitability metrics aid budgeting and help management make important decisions.

Growth, on the other hand, is a natural consequence of profitability. Good company performance will encourage company growth. Growth can be measured by sales performance, achievement of sales targets set by the company, annual net profit growth, and increased sales growth.

Organizational Innovation

Innovation is one of the most important sources of competitive advantage. Innovation helps companies to promote the growth of new products and services, retain existing players, create new markets, transform industries, and improve their international competitiveness (Phan, 2013). For that, companies need to manage innovation, and companies need to measure innovation. Without measurement, it cannot be managed effectively. An excellent measurement model can help an organization understand its current capabilities and identify areas that need improvement.

Innovative products or services are one of the means and competitive advantages for companies to become market leaders, one step ahead of competitors (UKessays, 2015). The ability to effectively and efficiently create innovative new products and services helps companies compete in the global economy. Organizational innovation can also be defined as the ability of an organization to create and use new knowledge required for innovative activities. One example is understanding whether an organization can overcome inertia and adapt in the face of rapidly changing environments and technologies. When companies successfully innovate, their employees are happier, more productive, and perform better on their products and services, which can affect their overall satisfaction with staying with the company.

RESEARCH HYPOTHESES

Organizational Culture and Satisfaction at Work

There are several studies and literature that show a positive impact between organizational culture and job satisfaction. According to Tzeng, Ketefian, and Redman (2002), organizational culture has a positive effect on job satisfaction. Similarly, a study by Lyth, Olson, Ulshafer, & Sardone (2003) showed that cultural strength had a significant positive effect on clinical trial satisfaction at work.
From the discussion above, we can conclude that,

H1: Organizational Culture is positive effect on the Satisfaction at Work.

Organizational Culture and Productivity at Work

The relationship between organizational culture and productivity has been emphasized in the work of knowledge-intensive firms (Alvesson, 2004). Researchers believe that the focus on people and the intellectual nature of work that are characteristics of knowledge-intensive companies make organizational culture an enabling environment in which human skills are nurtured and developed, resulting in high levels of productivity. to achieve Although these studies are conceptual rather than empirical analyses, they support the claims of previous studies showing a positive relationship between culture and productivity. Previous research has shown that greater employee engagement increases motivation and engagement with the organization. This translates into productivity (Matthew, Ogbonna, Harris, 2012).

From the discussion above, we can conclude that,

H2: Organizational Culture is positive effect on the Productivity at Work.

Organizational Culture and Quality of Work

Quality of work is also part of work performance. All organizations must have minimum standards for the quality of work performed by their workers. This is included in organizational culture, which is directly related to organizational effectiveness and performance (Lapina, Kairisa, & Aramina, 2015). This means that the stronger the organizational culture, the more effective the organization and the higher the quality of the work produced.

From the discussion above, we can conclude that,

H3: Organizational Culture is positive effect on the Quality of Work.

Satisfaction at work and Firm Performance

According to Matthew, Ogbonna, & Harris (2012), there is an argument that the level of employee satisfaction can have a positive relationship with financial performance. The level of satisfaction can lead to greater productivity which will then affect the company's performance because there is growth in sales and profitability for the organization.

From the explanation above, we can make the following hypothesis,

H4: Satisfaction of Work is positive effect on the Profitability and Growth.

Productivity at work and Firm Performance

Profitability and growth are part of the company's financial performance. In general, higher productivity leads to lower business losses (Banimahd & Mohammadrezaei, 2012). Because an increase in productivity affects an increase in the number of products or services produced, which means an increase in sales and thus an increase in profits for the company. If the company's profit increases, it means that the company's performance is good. Therefore, there is a positive relationship between productivity and company performance.

From the discussion above, we can conclude that,

H5: Productivity at Work is positive effect on the Profitability and Growth.

Quality of Work and Organizational Innovation

Innovation is a competitive advantage that helps companies drive the growth of new products and services, retain existing players, create new markets, transform industries, and enhance a country's international competitiveness. Because of the importance of innovation, companies feel the need to manage it. Being able to measure innovation is very important for companies. Because you can't run your business effectively without measurement. A good measurement model helps an organization understand its current capabilities and identify areas for improvement. Organizational innovation can also be defined as the organization's ability to create and use new knowledge needed for innovative activities.

Many researchers argue that the quality of work has an important influence on innovation. According to Banimahd & Mohammadrezaei (2012), work quality leads to product improvement. Product improvement is part of organizational innovation.
So, from the statements above we can conclude that,

H6: Quality of Work is positive effect on the Organizational Innovation.

RESEARCH METHODS

The method used to calculate the results using quantitative techniques. The data processing in this research uses partial least squares structural equation modelling (PLS-SEM). This is because data collection is only done once as a direct questionnaire using Google Forms and the purpose of the study is only to allow prediction of endogenous variables from exogenous variables. The variable explains the coefficient of determination and does not look for a good model. Furthermore, the external model (measurement model) should be tested using Smart PLS to measure its validity and reliability.

This is done with convergent validity, discriminant validity and Cronbach's alpha. Second, convergence validity with loading factor > 0.6 and sampling mean variance (AVE) > 0.6. The AVE value must be greater than the correlation of the latent variables.

Population and Sample
The survey location or location is a sample location (Sekaran & Bougie, 2016). In this study, there is still little research on the impact of organizational culture on work results and employee performance in the digital e-commerce industry in Indonesia, and questionnaires are distributed throughout the Jakarta area.

The Primary Data Questionnaire consists of two parts.
In part one, we will look at characteristics such as gender, age, marital status, educational background, job position, division, work experience, and number of workers in one division.
The part two of the questionnaire covered the organization's mission, employee concerns and beliefs, organizational learning, employee empowerment, core organizational values, satisfaction at work, productivity at work, and quality of work, and profitability and growth, organizational innovation.

In this study, the authors sent 230 questionnaires, which were 100% distributed online via private messages using judgmental sampling.

RESULTS AND DISCUSSION

Hypothesis Testing Result

After testing the reliability and validity through the inner and outer models, the next step is to discuss the hypothesis by comparing t-statistics with t-tables. Thus, we can find out whether the hypothesis is rejected or accepted. The significance of the hypothesis is measured by using the p-value. In this case, the t-statistic value is a one-tailed value with an error of 0.05 and this study totalled 230 respondents, with a t-table value of 1.654, so the hypothesis that has a t-statistic value greater than 1.654 means Ha is accepted, and Ho is rejected. The following table of hypothesis test results shows the value of t-statistics and the basis for drawing conclusions.

Table 1. Hypothesis Testing Result

Hypothesis	Variable	Original Sample (o)/β	T Statistics	Conclusion
H1	OC → SAW	0,78	31.413	Accepted
H2	OC → PAW	0,745	17.946	Accepted
H3	OC → QW	0,736	20.630	Accepted
H4	SAW → PG	0,21	1.605	Rejected
H5	PAW → PG	0,41	3.729	Accepted
H6	QW → OI	0,634	15.370	Accepted

Based on the results of testing the hypothesis above, the following conclusions are drawn:

Hypothesis **H1** is **accepted**, it can be seen from the t-statistic value of **31.413** which is greater than the t-table of 1.654. From this it can be concluded that organizational culture has a positive effect on job satisfaction. This is a real improvement in organizational culture consisting of organizational mission, employee care and trust, organizational learning, employee empowerment, and core values, which have an impact on employee satisfaction. Job satisfaction is defined as people's attitudes towards their work and various aspects of their work. The degree to which you like or dislike your job (Robbins, Judge, & Breward, 2020). Researchers such as Tzeng, Ketefian and Redman (2002), and Lyth, Olson, Ulshafer, & Sardone (2003) showed that organizational culture was significantly positively related to job satisfaction. For example, employees are happy to live and work for the company if they are treated with dignity as an important asset in the company and true trust is reflected in the personnel policy. Adopting this hypothesis Ha, Indonesian business companies, especially e-commerce companies, apply a strong corporate organizational culture to make their employees satisfied with their work, which makes them stay longer in the company.

Hypothesis **H2** is **accepted** as evidenced by the t-statistic value of **17.946**, which is greater than the t-table value of 1.654. From this it can be concluded that organizational culture has a positive effect on labour productivity. This is a real improvement in organizational culture consisting of organizational mission, employee engagement and trust, organizational learning, employee empowerment, and core values, which have an impact on employee productivity. Previous research has shown that increasing employee

engagement and promotion or development increases employee motivation and loyalty to the company they work for, which leads to productivity (Matthew, Ogbonna, Harris, 2012). For example, if workers are nurtured and developed, they will be more efficient at work, and this will make them more productive at work. Adopting this hypothesis, Indonesian business companies, particularly e-commerce companies, can implement a strong organizational culture internally to make their employees work more efficiently, which can lead to increased productivity at work.

Hypothesis **H3** is **accepted**, as can be seen from the t-statistic value of **20.630**, which is greater than the t-table of 1.654. From this it can be concluded that organizational culture has a positive effect on work quality. This is a real improvement in the organizational culture consisting of the organization's mission, employee engagement and trust, organizational learning, employee empowerment, and core values, which have an impact on the quality of employee work. Quality at work has become an important factor for the company's survival in a competitive market (Topalović, 2015). The quality of work is the result of a company that implements a good organizational culture. Today's businesses are forced to operate in a world of change and diverse complexity, placing the right people in the right places with the right skills and experience to survive in a highly competitive environment. All organizations must have minimum standards for the quality of work performed by their workers. It is inherent in organizational culture. Organizational culture is directly related to organizational effectiveness and performance (Lapiņa, Kairiša, & Aramina, 2015). This means that the stronger the organizational culture, the more effective the organization and the higher the quality of the work produced.

Hypothesis **H4** is **rejected**, as evidenced by the t-statistic value of **1.605**, which is smaller than the t-table of 1.654. From this we can conclude that job satisfaction does not have a positive impact on profitability and growth. This shows that job satisfaction has not-effect on the company profitability and growth. This can be explained by the fact that although employees are happy with their jobs, they do not have a direct impact on the performance and growth of the company. According to Chi & Gursoy (2009), employee satisfaction has no direct relationship or impact on company performance.

Hypothesis **H5** is **accepted** as evidenced by the t-statistic value of **3.729**, which is greater than the t-table of 1.654. This indicates that workplace productivity has a positive impact on profitability and business growth. This shows that labour productivity does increase and affects the company's financial performance, and productivity within the company is positively correlated with the company's financial performance. Increased employee productivity leads to improved performance, which directly impacts the company's financial performance, resulting in increased sales and increased company profits. If the company's profit increases, it means that the company's performance is good.

Hypothesis H6 is **accepted**, as can be seen from the t-statistic value of **15.370**, which is greater than the t-table of 1.654. Therefore, it can be concluded that the linking job quality hypothesis has a positive effect on organizational innovation, improving the quality of work produced by workers and influences organizational innovation in companies. According to Schniederjans & Schniederjans (2015) quality leads to better products. Product improvement is part of organizational innovation. Therefore, job quality is positive affect on the organizational innovation.

Table 2. R Square Results

Variable	R-Square
Satisfaction at Work (SAW)	0,609
Productivity at Work (PAW)	0,555
Quality of Work (QW)	0,541
Profitability & Growth (PG)	0,348
Organizational Innovation (OI	0,402

Based on Table 2, the R-squared Satisfaction at Work (SAW) variable is 0.609, which means its validity is 60.9%. This shows that 60.9% job satisfaction can be explained by organizational culture. Organizational culture consists of organizational mission, employee care and trust, organizational learning, core values, and employee empowerment, with the remaining 39.10% being factors that have not been studied of this research.

Based on Table 2, the Productivity at Work (PAW) has an R-squared of 0.555 which means its validity is 55.5%. This shows that 55.5% of work productivity can be explained by organizational culture, which consists of organizational mission, concern for employees and trust, organizational learning, core values, and employee empowerment, while the remaining 44.5% considers other factors outside of this research.

Based on Table 2, the Quality at Work (QW) has an R-squared of 0.541 which means its validity is 54.1%. This shows that 54.1% of the quality of work can be explained by organizational culture. Organizational culture consists of organizational mission, employee care and trust, organizational learning, core values, and employee empowerment, with the remaining 45.9% outside the scope of this research.

Based on Table 2, the R-square of the Profitability and Growth rate (PG) variables is 0.348, implying 34.8% efficacy. This shows that profitability and growth can be explained by job satisfaction and work productivity from the questions asked by 34.8%, while the remaining 65.2% is another factor outside this research.

Based on Table 2, the Organizational Innovation variable (OI) has an R-squared value of 0.402, which corresponds to a validity of 40.2%. This shows that 40.2% of organizational innovation can be explained by the quality of work of the questions asked, with the remaining 59.8% due to other factors outside this research.

CONCLUSION

The aims of this study are to: 1) determine whether organizational culture has a positive effect on satisfaction and productivity at work, and with the quality of work performed by employees; 2) Knowing whether job satisfaction and productivity at work a positive effect on the company's financial performance have such as profitability and growth; 3) To test whether the quality of work has a positive effect on organizational innovation.

Overall, based on the results of the study, it was found that in the **first** hypothesis there was a positive influence between Organizational Culture and Satisfaction at Work. Based on these results, this hypothesis

is accepted. This shows that organizational culture has a significant positive effect on satisfaction at work. For example, employees are happy to live and work for the company if they are treated with dignity as an important asset in the company and true trust is reflected in the personnel policy. Most of the respondents agree that a good corporate culture is reflected in their satisfaction at work responses.

As for the **second** hypothesis, which assumes that Organizational Culture has a positive effect on Productivity at Work, this hypothesis is accepted. This shows that organizational culture in a company has a positive effect on employee productivity. This is reflected in most respondents who strongly agree with the question 'This organization maximizes the skills of its employees'. When workers are more engaged, encouraged and developed, they are more motivated, more attached to their company, and more productive at work (Matthew, Ogbonna, Harris, 2012).

The **third** hypothesis, which assumes that Organizational Culture has a positive effect on Quality of Work, is accepted. This shows that Organizational Culture in a company has a positive effect on the quality of employee work. This is evidenced by most respondents agreeing with the question, "This organization is famous for its focus on quality". Quality has become an important factor for the company's survival in a highly competitive market (Topalović, 2015). When a company implements a good organizational culture, the quality of work is reflected in the results. Today's businesses are forced to function in a changing and challenging world, and it is imperative to have the right people in the right jobs, with the right skills and experience to compete in the markets around them. All organizations should have minimum standards for the quality of work produced by their workers within the framework of their organizational culture. Organizational culture has a direct effect on organizational effectiveness and performance (Lapiņa, Kairiša, & Aramina, 2015).

The **fourth** hypothesis, which claims that Satisfaction at Work has a positive effect on the company's Profitability and Growth, is rejected. In short, job satisfaction has no positive effect or affects company profitability and financial growth. This can be explained by the fact that although employees are happy with their jobs, they do not have a direct impact on the performance and growth of the company. According to Chi & Gursoy (2009), employee satisfaction has no direct influence or impact on company performance. On the other hand, employee satisfaction at work can indirectly affect profitability and growth by informing productivity in the workplace.

The **fifth** hypothesis that Productivity at Work has a positive effect on the company's Profitability and Growth, this hypothesis is accepted. This shows that productivity at work in an organization has a positive effect on organizational profitability and growth. This shows that increased productivity at work leads to better employee performance, which directly impacts the company's financial performance. This means more sales and hence more profit for the company. The trend of increasing company income means that the company's performance is good.

The **sixth** hypothesis that claims of Quality of Work have a positive effect on Organizational Innovation, this hypothesis is accepted. Many researchers argue that the quality of work has a significant impact on innovation. Quality leads to product improvement, and product improvement is part of organizational innovation (Schniederjans & Schniederjans, 2015). Therefore, the quality of work has a positive effect on organizational innovation

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